

24 AUG 1977

MEMORANDUM FOR: Director of Central Intelligence

FROM : John F. Blake  
Acting Deputy Director of Central Intelligence

SUBJECT : EEO

Sir:

77-5313 and  
77-5314

You have asked for my views on two 1 August 1977 memoranda to you from the DCI/EEO Advisory Panel. The first deals with recommendations for DCI action in the field of EEO (Attachment A); the second with projected EEO Panel activities for FY 77 - 78 (Attachment B).

A. Recommendations for DCI Action (Attachment A):

1. I cannot agree with the recommendation that you issue a directive giving the Director of EEO the power to articulate EEO policy. The head of each government agency is responsible for its overall management, including EEO policy and activities. I do not feel that you, as Director of CIA, can or should delegate this responsibility. The Director of EEO must operate under the DCI's policy, not vice versa.

2. I think there is merit to the recommendation that you use your "Notes from the Director" to discuss EEO policies and problems. I would suggest that rather than using one issue, more lasting impact could be achieved by inserting an EEO item or two in several issues of your "Notes."

3. I have mixed feelings about the recommendation that you hold a meeting in the auditorium with your senior managers to state your commitment to improving the Agency's EEO posture. I might argue that use of your "Notes" would preempt this approach. On the other hand, there is something to be said for a personal

(EXECUTIVE REGISTRY FILE)

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articulation of EEO principles.

4. I do not believe that you should pose EEO-type questions to managers each time you review proposals for resource allocation. Many, if not most, resource allocations are unrelated to EEO matters. Questions of this type would tend to divert attention from the substantive issues which are, at best, extremely difficult to resolve.


5. I am strongly negative about recommendation to charge the Director of EEO with the responsibility for insuring the protection of minority interests on all evaluation and promotion panels and for reviewing all promotion recommendations above the level of GS-13. Such actions support a connotation of existing discrimination in panel selection and also are suggestive of reverse discrimination. The policy of the Agency against discrimination is crystal clear. It is a basic responsibility of Board and Panel members to be sure that our policy is effectively carried out in all its deliberations on promotions, reassignments, training opportunities, and the like. An effective EEO complaint system is already in use for any individual who feels himself or herself the victim of discrimination. To insert the Director of EEO into the on-going evaluation process appears most unwise to me.

6. The last recommendation by the Panel requests that you instruct the Directors of EEO of the Intelligence Community to define the impact of the impending reorganization on the EEO effort and to make recommendations to you on the structure of EEO in the reorganized Community. I question whether Presidential Directive 17 gives you such authority but would obviously defer to Tony Lapham in this regard. As I have said above, EEO is the basic responsibility of the head of each government agency and department. Since under the reorganization, line authority will remain with the heads of the relevant departments and agencies, I would think that each such head must personally stand up and be counted on EEO matters.

7. The Panel has indicated that they will forward to you by 30 September a study of recruitment and other problems adversely affecting the hiring of minorities and women. I do not accept the premise here that recruitment is having an adverse effect. Quite the contrary, as you know, we have been moving aggressively in this area; our achievements particularly in the last ten months have been solid. I look forward to any new constructive ideas which may further increase our success.

B. Projected Panel Activities for FY 77 - 78  
(Attachment B):

I have no specific comments to make here. The five tasks which have been proposed for action seem to be of sufficient importance to warrant the time and attention of your EEO Advisory Panel.

  
John F. Blake

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1 August 1977

ATTACHMENT

Form 163a  
8-66

MEMORANDUM FOR: Director of Central Intelligence  
VIA : Executive Secretary  
INFORMATION : Acting Deputy Director of Central Intelligence  
Director of Equal Employment Opportunity  
25X1 FROM : [REDACTED]  
Chairman, DCI EEO Advisory Panel  
SUBJECT : Recommendations for DCI Action

25X1 1. [REDACTED] Action Requested. It is requested that you approve and take action on the recommendations in paragraph three.

25X1 2. [REDACTED] Background. Pursuant to our meeting with you on 8 July, the DCI's EEO Advisory Panel met 12-14 July 1977 to discuss your requests for information and recommendations relating to EEO problems. The questions you asked the Panel to address are as follows:

a. How best can the DCI convey to CIA employees and supervisors his sense of commitment to equal employment opportunity for all Agency personnel?

b. What should be the composition of the promotion panels in the Agency to ensure honest, unbiased promotion decisions?

c. What steps should be taken now to ensure that EEO problems and concerns are considered during the upcoming reorganization of the Intelligence Community?

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d. What improvements in CIA recruitment procedures are necessary in order to increase the number of minorities hired?

25X1 3. ☐ Staff Position. The Panel recommends the following actions be undertaken in relation to the questions listed in paragraph two.

a. In order for you to express your commitments to EEO within the Agency, the Panel recommends:

(1) that you issue a directive which gives the Director of EEO the power to articulate Agency EEO policy. This directive should include a statement that you will hold line managers responsible for the implementation of EEO policies.

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(2) that you devote all or a portion of your "Notes from the Director" to a discussion of EEO policies and problems, outlining briefly the new position of the of the Director of EEO as contained in the above-mentioned directive.

(3) that you hold a brief meeting of all Office Directors and Division Chiefs in the Auditorium for the purpose of stating your commitment to improving the Agency's EEO posture. This meeting should be video-taped for replay to all Agency employees at home and abroad.

(4) that you reinforce your commitment to the EEO program by posing the following questions to managers each time you review proposals for resource allocation: "How will the new resource allocations affect your EEO effort?" and "Have you achieved your stated EEO objectives with the previous allocations?"

b. The Panel recommends that the Director of EEO be charged by you with the responsibilities of ensuring the protection of minority interests on all evaluation and promotion panels and reviewing all promotion recommendations above the level of GS-13.

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c. In order to ensure the consideration of EEO problems, organization, and prospects during the reorganization, the Panel recommends that you instruct the Directors of EEO of the Intelligence Community to meet and define the impact of the reorganization on the EEO effort and to make recommendations to you on the structure of EEO in the reorganized Community.

d. The Panel has initiated a study of recruitment and other problems adversely affecting the hiring of minorities and women. Conclusions and recommendations will be forwarded 30 September.

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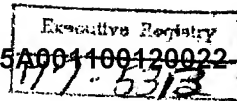
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ATTACHMENT

Form 163a  
8-66

1 August 1977

MEMORANDUM FOR: Director of Central Intelligence  
VIA : Executive Secretary  
INFORMATION : Acting Deputy Director of Central Intelligence  
Director, Equal Employment Opportunity  
25X1 FROM :   
Chairman, DCI EEO Advisory Panel  
SUBJECT : Projected Panel Activities for FY 1977-1978

1. Action Requested. Your approval is requested for the Panel to pursue the activities outlined below.

2. Background. Per our discussion with you on 8 July, the Panel, during its conference 12-14 July, discussed the following items which we felt required Panel attention during the coming year:

OK a. Develop guidelines by which the EEO Office can monitor and assist in the career development of internal minorities.

OK b. Study and make recommendations to alleviate the present grade gap between white males and minorities.

OK c. Prepare a study of a representative sample of minorities who are capable of performing at higher professional and managerial levels.

OK d. Formulate a plan to eliminate the existing problems and barriers which complicate the hiring of minorities.

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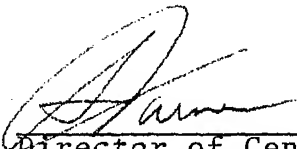
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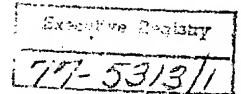
e. Assess the quality, performance, sensitivity, accomplishments and knowledge of Directorate and Office Chief EEO Officers.

3. Staff Position. During the conference the Panel discussed many existing problems in the Agency. However, we agreed that the above items demand our immediate attention. The Panel desires to meet and discuss these items with you in more detail.

4. Recommendation. It is recommended that you approve the items listed above.

APPROVED :

  
Director of Central Intelligence



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DISAPPROVED:

Director of Central Intelligence

DATE :

SEP 1977

*With respect to your other memo of  
1 August, I'm still working on it -  
Belmont only:*

- 1) Dir Notes - Fine - send  
any suggestions*
- 2) Believe I need to be the authority  
for EEO policy - otherwise I  
will not carry the weight & clearance*
- 3) Don't believe I can meddle with  
EEO in other agencies under  
Vice 4 reorganization plan*



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MEMORANDUM FOR: Mr. Blake

The DCI signed the memorandum I spoke to you  
about on Saturday morning. Please detach  
this note and [ ] before routing on to  
D/Pers or others.

[ ]

B. C. Evans

Date 9 August 1977

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FORM 101 USE PREVIOUS EDITIONS

OFFICE OF THE DIRECTOR

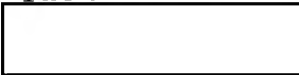
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120022-6

Date: 6 August 1977

TO: The Director

FROM:



SUBJECT: EEO Proposals

REMARKS:

Your EEO Advisory Panel has responded to questions you asked when you met with it last month. It makes specific recommendations for your consideration which would increase the authority of the Director of EEO. Also, the Panel has a memo of projected studies it proposes to undertake this next year, for your approval.

Ordinarily, we would automatically fan this out for Blake and possibly others to comment. However, Ben Evans has prepared a note for you to formally ask Blake's views. In light of the sensitivity which could be attached to the EEO question, it is probably better for you to do this formally.

Your signature on the memo to Blake is recommended.

ACTION

9 August 1977

MEMORANDUM FOR: Acting Deputy Director of Central Intelligence  
FROM : Director of Central Intelligence  
SUBJECT : EEO

Jack :

I would welcome your views on this. Certainly we must lean forward in every way possible to support and attain EEO objectives. I am concerned, however, that some of these recommendations, if adopted, would have the effect of diluting line responsibility for what I consider to be a most important effort.



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